

DD/A 75-1630

8 APR 1975

MEMORANDUM FOR: DD/A Planning Officers

SUBJECT : Management by Objectives and FY 76 Objectives

1. On 3 April Mr. [REDACTED] and I had a rather lengthy discussion with Mr. Blake about the three-day MBO course on 24, 25, and 26 March and in MBO in general as it's applied in the Directorate. Based on this discussion, Mr. Blake decided to include MBO and objectives as an agenda item at the DD/A mid-May conference at [REDACTED]

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2. In general, the course was felt to be successful and the participation, particularly among the DD/A Planning Officers, was provocative and provided valuable insight into the application of the system within the Offices. It seemed clear that MBO has contributed to improvement in terms of planning, communications, participation, and control. One integral part of MBO, at least in theory, relates to the evaluation of individual performance, particularly as the system cascades through the Offices. This part of MBO is generally missing. A basic problem arises from the fact that there are very few, if any, norms for measuring the performance of officers carrying out on-going office activities. For example, what is expected of a security field investigator; what is expected of a security appraisal officer; of a polygraph operator; of a personnel classifier; of a field recruiter? If officers are going to be held accountable for and evaluated on the pursuit of their objectives, the need for both quantitative and qualitative norms is necessary. (One might give thought to FY 76 objectives, the statement of which could be expressed in terms of establishing specific norms, against which future performance could be evaluated.)

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3. Because the mid-May DD/A Conference will include coverage of MBO as a management system, to include the feasibility of establishing norms of performance, new and/or different

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office objectives might well be generated over and above those which we have already discussed. As a result it will not be necessary to submit your objectives April 10th, as had been requested. We will hold off until after the mid-May Conference and will ask for them at an as yet unspecified date, but certainly before the end of the fiscal year. Presumably, that package will include most, if not all, of the objectives which we have already reviewed, plus those that might evolve from the May Conference.

4. Would you please make a point of discussing with your Office Director what you got out of the MBO course, as well as your thoughts on the development of objectives, including some of the normal and routine activities of your Office. Each Office Director will be expected to be prepared to discuss MBO in general and how it has affected management within his Office and to share his ideas on how the system may be more fully implemented within the DD/A.

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Assistant for Resources, DD/A